

**FACTORS MOTIVATING EMPLOYEES' PERFORMANCE IN PRIVATE
SECTOR: A CASE OF SHANTA MINING COMPANY LIMITED, IN
SONGWE REGION**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF HUMAN
RESOURCE MANAGEMENT OF THE OPEN UNIVERSITY OF TANZANIA**

2019

CERTIFICATION

The undersigned certifies that she has read and hereby recommends for acceptable by the Open University of Tanzania the Dissertation titled: ***“Factors Motivating Employees’ Performance in Private Sector in Songwe Region”*** in partial fulfillment of the requirements for the degree of Master of Human Resource Management of the Open University of Tanzania.

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Dr. Lilian Macha

(Supervisor)

.....

Date

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DECLARATION

I, **Willie Mwakibuti**, do hereby declare that this dissertation is my own original work, unless specifically indicated in the text, and that it has not been submitted and will not be presented to any other University for similar or any other degree award.

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Signature

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Date

DEDICATION

This dissertation is dedicated to my beloved wife, Salome Lyanga, for her spiritual inspirations, unconditional love and support, which enabled me to reach this stage. My two little daughters, Charity and Careen for their endless prayers and tolerance. My late mother, Lydia Mwakibuti, and lovely guardians, Mr. and Mrs. Mahenga, for their utmost sacrifice and support for my educational achievements.

ACKNOWLEDGEMENT

Credit and gratitude goes to all individuals who supported me and devoted their extra moments to ensure that this dissertation was completed on time and in the required style of writing. The list may be endless to mention but all their contributions are highly valued. Special hand of appreciation is extended to my supervisor, Dr. Lilian Macha, for her tireless guidance and support towards the completion of this dissertation. Also, I would like to thank all my colleagues for sharing their knowledge and resources during our education endeavor. The management of Shanta Mining Company Limited (SMCL), for giving me permission to do the research and for taking care of me during the data collection process. My gratitude also extends to SMCL employees for their willingness to answer my questions and for expressing their opinions in a transparent way. To Hloniphani Ndlovu for her kindheartedness of morale support.

ABSTRACT

The general objective of the study was to identify factors motivating employees' performance and was conducted at Shanta Mining Company Limited (SMCL) in Songwe Region. Three research questions were generated for the study and these were: What are the factors, which motivate employees? What are motivation strategies used by the organization? What is the role of motivation on improving employee performance? The study was descriptive in nature, covering a sample of 123 respondents drawn from Shanta Mining Company Limited to identify factors, which motivate employees' performance. Both qualitative and quantitative methods of collecting data were used in the analysis. Data collected through questionnaire were summarized and analyzed quantitatively through variables, percentages, tables and frequencies. With respect to factors, which motivate employees to perform, closed questionnaires were issued to the respondents. The findings of the study revealed that different factors motivate employees at SMCL. Regarding motivation strategies used by the organization, a qualitative analysis of the study found that 78.9% of employees at SMCL are motivated because of good working relationships, good working environment, provision of bonus, salary increment, training for employees, recognition from an employer and positive feedback from supervisors. A good management-employee relationship was the most motivating factor for employees at the organization. A good management-employee relationship was also identified as a retention strategy for the organization. Respondents agreed that motivation plays a major role in employee performance for the organization to meet its objectives. The findings of the study proved that SMCL employees are more motivated by non-monetary rewards than monetary rewards even though the company also provides

monetary rewards. The organization should implement policies to support both non-monetary and monetary rewards to increase employee performance. SMCL strategies such as employee recognition, rewarding best performers and emphasis on good relationships among employees and management motivate performance at the organization.

TABLE OF CONTENTS

CERTIFICATION	ii
COPYRIGHT	iii
DECLARATION.....	iv
DEDICATIONS	v
ACKNOWLEDGEMENT.....	vi
ABSTRACT	vii
LIST OF TABLES	xiv
LIST OF FIGURES	xvi
LIST OF ABBREVIATIONS AND ACRONYMS	xvii
CHAPTER ONE	1
INTRODUCTION.....	1
1.1 Background to the Study	1
1.2 Statement of the Problem	3
1.3 Research Objective.....	4
1.3.1 General Research Objective	4
1.3.2 Specific Research Objectives	4
1.4 Research Questions	4
1.4.1 General Research Question	4
1.4.2 Specific Research Questions	4
1.5 Scope of the Study	5
1.6 Significance of the Study	5
1.7 Limitation of the Study	5

1.8	Organization of the Study	5
CHAPTER TWO		7
LITERATURE OVERVIEW		7
2.1	Introduction	7
2.2	Conceptual Definitions.....	7
2.2.1	Work Performance.....	7
2.2.2	Motivation	7
2.2.3	Types of Motivation	8
2.2.4	Intrinsic Motivation	9
2.2.5	Extrinsic Motivation.....	9
2.3	Critical Theoretical Review	9
2.3.1	Maslow’s Hierarchy of Needs Theory	10
2.3.2	Herzberg’s Two-Factor Theory	11
2.3.3	Relevance of the Theories to the Study	13
2.3.4	Importance of Motivation to the Organization.....	13
2.3.5	Motivation and Performance Relationship.....	14
2.4	Empirical Analysis of Relevant Studies.....	14
2.4.1	General Studies.....	14
2.4.2	Studies in African Countries.....	14
2.4.3	Empirical Studies in Tanzania.....	15
2.5	Gap Identified.....	15
2.6	Conceptual Framework	16
2.6.1	Employee Performance.....	16
2.6.2	Employee Recognition	17

2.6.3	Job Security	17
2.6.4	Employee Achievement.....	17
2.6.5	Reward.....	18
2.6.6	Promotion	18
2.6.7	Salary	18
2.6.8	Relationship.....	19
2.7	Theoretical Framework	19
2.8	Statement of Hypotheses.....	19
2.9	Summary	20
CHAPTER THREE.....		21
RESEARCH METHODOLOGY		21
3.1	Introduction	21
3.2	Research Design.....	21
3.3	Area of the Study	22
3.4	Population of the Study.....	22
3.5	Sample Size.....	22
3.5.1	Sampling Frame.....	23
3.6	Data Collection Methods.....	23
3.6.1	Types of Data.....	24
3.7	Data Analysis	24
3.7.1	Measurements of Factors Motivating Employees	25
3.8	Reliability and Validity of Data	27
3.8.1	Reliability	27
3.8.2	Validity	27

3.8.3 Ethical Considerations	28
CHAPTER FOUR.....	29
RESEARCH FINDINGS AND DISCUSSION.....	29
4.1 Introduction	29
4.2 Background Characteristics of the Respondents	29
4.2.1 Gender of Respondents.....	29
4.2.2 Age of the Respondents.....	30
4.2.3 Education Level of the Employees	30
4.2.4 Duration at Work	31
4.2.5 Employee Level/ Grade Band.....	32
4.3 Factors Motivating Employees’ Performance.....	33
4.3.1 Employee Training	33
4.3.2 Type of Relationship with Managers.....	33
4.3.3 Bonus Payments	34
4.3.4 Conducive Working Environment.....	35
4.3.5 Transport Allowance	35
4.3.6 Employee Recognition	36
4.3.7 Employee Promotion and Career Development	37
4.3.8 Salary	37
4.4 Relationship Between Motivation and Work Performance.....	38
4.4.1 Employee Performance and Motivation	38
4.4.2 Feedback on Employee Performance	39
4.4.3 Employee Performance Improves When Motivated	39
4.4.4 Role of Management	40

4.4.5	Rewards	40
4.5	Motivation Practices at the Organization	41
4.5.1	Factors Motivating Employees to Work Hard.....	41
4.5.2	Demotivating Factors	42
4.5.3	Recognition at Job	43
4.5.4	Suggestions to Improve Performance.....	44
CHAPTER FIVE		46
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS		46
5.1	Introduction.....	46
5.2	Summary of Major Findings.....	46
5.2.1	Motivation Factors for Employee Performance.....	46
5.2.2	Motivation Practices and Strategies by the Organization	47
5.2.3	The role of Motivation on Improving Employee Performance.	47
5.3	Conclusion of the Study.....	48
5.4	Recommendations.....	49
5.5	Management Implications.....	49
5.6	Areas for further Research.....	50
REFERENCES.....		51
APPENDICES		56

LIST OF TABLES

Table 3.1: Employee Band of Respondents who Participated	22
Table 3.2: Measurements of Factors Motivating Employees	26
Table 3.3: Mean Report	26
Table 4.1: Gender of Respondents	29
Table 4.2: Age of Respondents	30
Table 4.3: Education Level	31
Table 4.4: Duration at Work	31
Table 4.5: Grade of Respondents	32
Table 4.6: Training Improves Work Performance	33
Table 4.7: Type of Relationship Between Employees and Managers	34
Table 4.8: Bonus Payments Motivate Employees	34
Table 4.9: Conducive Working Environment in the Organization	35
Table 4.10: Transport Allowance.....	36
Table 4.11: Employee Recognition from Managers/Supervisors	36
Table 4.12: Promotion and Career Development.....	37
Table 4.13: Salary	38
Table 4.14: Employee Performance and Motivation	39
Table 4.15: Feedback on Employee Performance	39
Table 4.16: Employee Performance Improves When Motivated.....	40
Table 4.17: Role of Management to Improve Performance.....	40
Table 4.18: Rewards	41
Table 4.19: Factors Motivating Employees to Work Hard.....	41

Table 4.20: Demotivating Factors.....	42
Table 4.21: Recognition.....	43
Table 4.22: Suggestions to Improve Performance	44

LIST OF FIGURES

Figure 2.1: Motivation and Performance Interdependence Relationship	14
Figure 2.2: Conceptual Framework	16

LIST OF ABBREVIATIONS AND ACRONYMS

SMCL	Shanta Mining Company Limited
SPSS	Statistical Package for Social Sciences

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

One of the most fundamental concerns of reward management is how high levels of performance can be achieved by motivating people (Armstrong, 2007). Motivation is a key factor for an organization's performance. Organizations design and implement different policies, which can motivate high performance from employees. The relationship between an organization and its employees is influenced by what motivates them to work and the rewards and fulfilment they derive from the work (Mullins, 2010). The manager or management needs to explore things that trigger employee satisfaction and performance. If the manager is to improve the work of the organization, attention must be given to the level of motivation of its employees (Mullins, 2010). The level of compensation and factors may vary depending on the set up of the organization and its approach to influence a degree of performance.

The question is; how do people-management processes contribute to high performance levels? (Torrington et al, 2013). All organizations are focused on what they should do in order to achieve sustained high levels of performance through people. This means paying attention to how individuals can best be motivated through incentives, rewards, leadership and the organization context within which they carry out the work. It is the responsibility of the organization and management team to identify and implement policies and practices, which result in high levels of performance. Employees need job satisfaction to perform well and meet the standards required or set by the organization. According to Ephraim (2008), employees have

high expectations of how they want to be treated at work. They don't just want a job that is secure and pays well; they want a job that gives them a high level of job satisfaction - and if their present employer doesn't provide it, they will be tempted to search for one that will.

Studies highlighted that giving people performance feedback, whether real or fake, influenced their motivation (Robbins and Judge, 2013). Thus, it is very important for people to be given feedback on their performance. Some companies have developed communication appreciation platforms aiming at giving feedback to employees on company performance. Communication feedback can be conveyed through business metrics, business appreciation programs, individual efforts on production, cost initiative programs and safety, which may risk company performance. Motivating employees has been a general concern of managers for centuries. Research conducted has not produced standardized solutions. Even though many solutions have been proposed, the problem still exists (Rule and Byars, 1997). It is necessary for organizations to concentrate on addressing factors that motivate employees' performance, and the application of theoretical variables to support the implementation of empirical research, if only the intention is to achieve great performance.

The fundamental problem or question is why people are quitting jobs. What are the dissatisfactions encountered by employees at work and what measures are taken by organizations to address those issues? Negative and unfavourable attitudes towards the job indicate job dissatisfaction. This can be a result of a number of factors such as low pay, poor management, and lack of career progression, lack of training or

development opportunities as well as lack of benefits like medical or pension coverage. According to Schuler (1984), an individual's motivation to attempt to behave in a certain way is greater when the individual feels that the outcomes are attractive. Outcomes in this case are promotions, career advancements or trainings. The motive of this research is to add value to organizations by identifying factors that motivate employees so that organizations can draw strategies for motivating and retaining employees.

1.2 Statement of the Problem

Motivation plays a fundamental aspect in any organization because it increases the productivity of employees so that the organization's goals can be achieved efficiently. The challenge is finding the best motivation tool for employees, leading to high performance. Maslow's hierarchy of needs and Herzberg's two-factor theory have highlighted factors motivating employee performance at the workplace (Robbins and Judge, 2013). However, empirical studies reveal that each organization has different ways of motivating its employees. The absence of motivation has a negative impact on organizational performance, which affects its objectives and goals. When employees are not motivated, consequences may include lower business performance, lower individual productivity and demotivated teams (Kimberlee, 2019).

At global level, empirical research conducted by Investors in People report in 2017, indicated that 59% of UK staff were considering moving from their jobs because of dissatisfaction over poor management and pay. Rewards can inspire and motivate employees, but only if managers match the right reward to the worker (Banks, 1997). Research conducted by Frank China (2015) and Jenifer Faraji (2013) left an avenue

for further research on comparative analysis and the best motivation tool for employee performance. Therefore, the case study at Shanta Mining Company Limited will be an investigation on factors motivating employees' performance in a private sector.

1.3 Research Objective

This section shall consist of a general objective and specific objectives.

1.3.1 General Research Objective

The general objective is to identify factors motivating employees' performance.

1.3.2 Specific Research Objectives

- (i) To examine motivation factors which motivate employees;
- (ii) To analyze motivation strategies used by the organization;
- (iii) To examine the role of motivation on improving employee performance.

1.4 Research Questions

1.4.1 General Research Question

What are the factors motivating employee performance in the case study organization?

1.4.2 Specific Research Questions

The following specific research questions will guide this study:

- (i) What are the factors which motivate employees?
- (ii) What are motivation strategies used by the organization?
- (iii) What is the role of motivation on improving employee performance?

1.5 Scope of the Study

The focus of this study was to identify factors, which motivate employee performance at a workplace. Also identified, were motivation strategies used at an organization to motivate employees and the impact of motivation on organization performance. The study was conducted at Shanta Mining Company Limited in Songwe region. The selection of this organization was based on accessibility to researcher for data collection and availability of the information required for the research.

1.6 Significance of the Study

The study will be useful in enhancing the employer's ability to realize areas of weakness and make changes for improvement as well as make use of the best motivation tool for employee performance. Secondly, it will help the organization to review its motivation criteria and enhance factors for retaining employees while upholding high performance. Thus, this will be helpful for cost reduction exercise because of minimization of labour turnover. Also, this study can be an empirical literature for students or researchers intending to work in the area of study.

1.7 Limitation of the Study

Respondents were initially reluctant to participate in the data collection process for fear of identification and other unknown concerns. However, the issue of anonymity and confidentiality was thoroughly clarified to them, thus erasing their concern.

1.8 Organization of the Study

This dissertation is organized into five chapters. The first chapter is an introduction, which comprises background of the study, statement of the research problem,

objectives of the study, specific objectives, research questions, scope of the study, significance of the study and limitations of the study. The second chapter focuses on conceptual definitions and types of motivation. Maslow's hierarchy of needs and Herzberg's two-factor theory are used in the case study to identify theoretical variables and their influence on employee performance. Review of empirical analysis will be discussed in order to come up with a research gap to support the case study. Also, this chapter deals with the theoretical and conceptual framework as well as motivation variables.

Chapter three presents the research methodology that was used to conduct the study and focuses on research design, survey population, area of study, sampling, design. This chapter also discusses variables and measurement procedures, method of data collection, data processing and analysis and lastly, the expected results of the analysis. The main objective of chapter four is to analyze, interpret and present the data obtained from the findings. A total of 123 questionnaires were sent out and all 123 respondents fully responded and returned the questionnaires for analysis. Different designation staff at SMCL participated in the case study. Chapter five is a conclusion of the study based on the findings and discussions of the previous chapters. Recommendations and areas of further study are also presented.

CHAPTER TWO

LITERATURE OVERVIEW

2.1 Introduction

This chapter focuses on conceptual definitions and types of motivation. Maslow's hierarchy of needs and Herzberg's two-factor theory are used in the case study to identify theoretical variables and their influence on employee performance. Review of empirical analysis will be discussed in order to identify a gap to support the case study. This chapter also discusses the theoretical and conceptual framework as well as motivation variables.

2.2 Conceptual Definitions

2.2.1 Work Performance

The act of performing or doing something successfully; using knowledge as distinguished from merely possessing it. A performance comprises an event in which generally one group of people (the performer or performers) behaves in a particular way for another group of people (Armstrong, 2006).

2.2.2 Motivation

Motivation is what makes people behave in a certain way. Bawa (2017) defined motivation as an internal or external driving force, which enables human beings to work in a manner that helps them to gain positive outcomes out of their hard work or to satisfy their needs. Kandilkar (2007) defined motivation as an inner burning passion caused by need, wants and desire which propels an individual to exert his physical and mental energy to achieve desired objectives. Champoux (2014), defined motivation as

those psychological processes that cause the arousal, direction, and persistence of voluntary actions that are goal directed. Work motivation is the process by which behaviour is mobilized and sustained in the interest of meeting individual needs and achieving organizational objectives.

In general terms, motivation can be described as the direction and persistence of action (Mullins, 2010). It is concerned with why people choose a course of action in preference to others, and why they continue with a chosen action, often over a long period and in the face of difficulties and problems. Robbins and Judge (2013), define motivation as the processes that accounts for an individual's intensity, direction and persistence of effort towards attaining a goal. According to Bank (1997), motivation in a workplace is associated with an increase in the amount of work and increasing need to work together in team. Therefore, motivation can be defined as the process of influencing people to accomplish specific objectives. Motivation explains why some people work harder than others. Objectives, strategies and policies have a little chance of succeeding if employees and managers are not motivated to implement them once they are formulated (David, 2011).

2.2.3 Types of Motivation

The definition of motivation varies with different scholars based on the concept and approaches it undertakes. According to Herzberg et al (1957), motivation can be categorized into two types as cited in Armstrong (2006). These are motivators or intrinsic factors and hygiene or extrinsic factors. Motivators or intrinsic factors, such as achievement and recognition, produce job satisfaction. Hygiene or extrinsic factors, such as pay and job security, produce job dissatisfaction. To Herzberg, the opposite of

satisfaction is not dissatisfaction as typically assumed and thus, he suggested “no satisfaction”. Both intrinsic and extrinsic motivation is further discussed in this chapter.

2.2.4 Intrinsic Motivation

These are self-generated factors that influence people to behave in a particular way or to move in a particular direction. These factors include responsibility (feeling that the work is important and having control over one’s own resources), autonomy (freedom to act), scope to use and develop skills and abilities, interesting and challenging work as well as opportunities for advancement (Armstrong, 2006). Intrinsic factors such as advancement, recognition, responsibility, and achievement seem related to job satisfaction. Respondents who felt good about their work tended to attribute these factors to themselves (Robbins and Judge, 2013).

2.2.5 Extrinsic Motivation

This is what is done to or for people to motivate them. This includes rewards, such as increased pay, praise, or promotion, and penalties, such as disciplinary action, withholding pay, or criticism (Armstrong, 2006).

2.3 Critical Theoretical Review

For the purpose of this study, the research will consider two motivation theories: the Maslow’s hierarchy of needs and Herzberg’s Motivation–hygiene theory. Each theory will be discussed in some details. According to Ummamira (2010), both theories confer that a specific set of needs must be met in order to propitiate behavior and maintain it. In Maslow's theory, it is through a hierarchy of needs, while in Herzberg's

theory, it is through a two-way paradigm in which two specific needs must be met, and these are hygiene (basic physical and psychological) needs and motivation.

2.3.1 Maslow's Hierarchy of Needs Theory

The hierarchy of needs theory was developed by Psychologist Abraham Maslow in 1943. The theory is best known and widely used in motivating employees through the hierarchy of needs (Robbins and Judge, 2013 and This week's Classic Citation, 1984). Maslow hypothesized that within every human being, there exists a hierarchy of five needs and that each level of need must be satisfied before an individual pursues the next higher level of need. The hierarchy of satisfaction needs as suggested by Maslow start from the lowest to the highest needs in ascending order. These needs are physiological, safety, social, esteem and self-actualization. Physiological needs are the basic bodily needs, which include hunger, thirst, shelter and sex. In an organization, physiological needs are essential to guarantee survival.

Safety needs include safety and security, freedom from pain and protection from emotion harm, danger and attack, (Mullins, 2010). At workplace, safety needs refer to the need for safe jobs, fringe benefits and job security (Chhillar, 2012). Social needs are affection, belongingness, acceptance and friendship. Also, in line with social needs, is the act of receiving and giving. At organization level, safety needs entail good relationships with employees, constructive feedback for work done as well as teamwork. Esteem needs are internal factors such as self-respect, autonomy, and achievement, and external factors such as status, recognition, appreciation and attention. In a workplace, esteem needs represent motivation for recognition and appreciation for excellent work done.

Self-actualization is the desire for full potential and self-fulfillment. According to Maslow, this is the desire to become everything one is capable of becoming. This includes growth, achieving one's potential and self-fulfillment (Mullins, 2010). This is where individuals become creative to achieve job satisfaction. Within an organization, retention of employees is required through provision of training.

2.3.2 Herzberg's Two-Factor Theory

Frederick Herzberg developed the two-factor theory after a study of interviews with accountants and engineers, chosen because of their growing importance in the business world at that period (Mullins, 2010 and This week's Classic Citation, 1984). Respondents were asked to relate times when they felt exceptionally good or exceptionally bad about their then current job. According to Herzberg, the factors that lead to job satisfaction are separate and distinct from those that lead to job dissatisfaction. Therefore, managers who seek to eliminate factors that can create job dissatisfaction may bring about peace, but not necessarily motivation (Robbins and Judge, 2013).

According to Herzberg, there are two types of motivation and these are, intrinsic and extrinsic motivation. Motivators/satisfiers are intrinsic factors that give rise to satisfaction, which include opportunity for growth, achievement, recognition, work itself, promotion and personal growth (Armstrong, 2007). Intrinsic motivators are also called job-generated factors or job satisfiers for they are derived from the work an employee performs. Employee recognition at a workplace is an important tool for motivation after accomplishment of work. Organizations recognize employees through various methods set by managers or management. Setting employee personal

growth systems are imperative for the career development of employees so that they can have a clear path towards the levels ahead. Most organizations have personal development programs for employees, which show training details. This highly motivates employees and enhances organization performance. Employees must aim to execute the jobs assigned to them by their supervisors. According to Kondalkar (2007), employers should provide tools needed for executing the job.

Hygiene factors (job dissatisfiers) are extrinsic essentials such as company policies and administration, working conditions, job security, salary, and relationships between supervisors and subordinates. To Herzberg, these factors do not motivate employees, but when they are inadequate or unsatisfactory, employees can be dissatisfied. When the hygiene factors are adequate in an organization, workers are placated (Mullins, 2010). In an organization where there is no job security, employees will be unhappy, and this directly affects performance. Employees need salaries to meet their needs. If an organization does not give salaries to employees, the end result is usually demonstrations and strikes. Notably, if employees are underpaid, they will be dissatisfied and create a vacuum for an organization turnover. It is the responsibility of management to ensure that employees are not discontented.

Teamwork is generated through a continuation of virtuous relationships between supervisors and subordinates. An organization needs to maintain relationship bonds between employees as well as a conducive working environment. Company policies should be flexible to employees and be positively reinforced. A workplace should be a peaceful area without any employees being threatened in order to perform. Therefore, management should eliminate all dissatisfaction factors to bring peace. Herzberg

further stated that the factors giving rise to job satisfaction and motivation are distinct from the factors that lead to job dissatisfaction.

2.3.3 Relevance of the Theories to the Study

Both, Maslow's hierarchy of needs and Herzberg's two-factor theory are vital in motivating employees' performance at work. These theories suggest that factors such as company policies and administration, supervision and salary that, when adequate in a job, placate workers. When these factors are adequate, people will not be dissatisfied (Robbins and Judge, 2013). Survival and profit of the organization depends on the performance of the organization and managers' considerable latitude in what they want the organization to be (Mullins, 2010).

Both theories postulate employee job satisfaction for maximum organization performance. The other notable variables in the theories are promotional opportunities, job security, reward, recognition, relationships, remuneration packages and achievements. It is, therefore, vital for organizations to consider both intrinsic and extrinsic factors when motivating employees. Where necessary, employees may be given an opportunity to air their opinions about the different ways they can be motivated.

2.3.4 Importance of Motivation to the Organization

Motivation is important for organizations to achieve huge productivity gains. According to Taylor, productivity is the ratio of outputs (Dessler, 2013). Outputs are goods and services divided by the inputs, which are resources such as labor and capital. In pursuing productivity gains, financial incentives are important to motivate

employees. Schuler (1984), pointed out that the primary goal of an organization's management is to increase efficiency by getting the greatest output at the lowest cost. As a result, managers will value any behaviour that increases efficiency.

2.3.5 Motivation and Performance Relationship

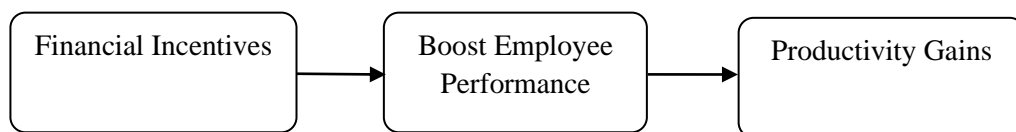


Figure 2.1: Motivation and Performance Interdependence Relationship

Source: Frederick Winslow Taylor (1919)

2.4 Empirical Analysis of Relevant Studies

Studies relevant to the research topic will be reviewed and analyzed in the subsequent sections.

2.4.1 General Studies

According to the annual Investors in People report, about 59% of UK staff were considering moving jobs in 2017 – an increase of 10% from 2016, and the highest since the Investors in People poll began in 2014 (Job Exodus in UK on the, Job exodus trends / 2017 employee sentiment poll). The report further cautioned of employers running the risk of losing valuable, skilled staff if they didn't address their concerns of being dissatisfied over poor management and pay.

2.4.2 Studies in African Countries

Caroline Gichure (2014) conducted research on factors influencing employee motivation and its impact on employee performance: A case of AMREF Health Africa

in Kenya. Caroline recommended that future research concentrates on one of the several factors (either extrinsic or intrinsic) and control for the other so as to establish exactly the manner and extent in which the chosen factors determine employee motivation.

2.4.3 Empirical Studies in Tanzania

Various theories have highlighted factors motivating employee performance at a workplace. Maslow's theory of motivation emphasises individual advancement up the hierarchy as each lower-level need becomes satisfied (Mullins, 2010). Frank China (2015) conducted research at Airtel Company on factors motivating employees in the private sector. He recommended for further research on the comparative analysis of the motivation mechanisms used by different organizations in motivating their employees and their effects on organizational performance. Another study was conducted by Jenifer Faraji (2013), which was titled "The role of motivation on employees' work performance in a public organization: A case study of National Development Corporation (NDC). Jenifer's suggested area of further research is an investigation into how employers can choose the right motivation tool for a given employee. She noted it as a very important aspect for the employer to consider.

2.5 Gap Identified

Literature analysis shows that motivation is at the forefront of an organizations' existence and performance. Both intrinsic and extrinsic factors play an exceptional role in motivating employees at a workplace (Schuler, 1984). My study will explore strategies and criteria set by the management to motivate employees' performance at the case study organization. Most existing studies of employee motivation in Tanzania

provide information on employees' motivation experiences in the public sector (Kahungya, 2016 and Faraji, 2013). The private sector, especially the mining industry, remains less explored. The study will fill the gap by making a comparative analysis and coming up with the best motivation tool for employee performance in a private sector, particularly in the mining industry. The findings and recommendations of this study will be beneficial in narrowing the research gap.

2.6 Conceptual Framework

Based on the literature review, factors motivating employee performance can be conceptualized and portrayed in Figure 2.2.

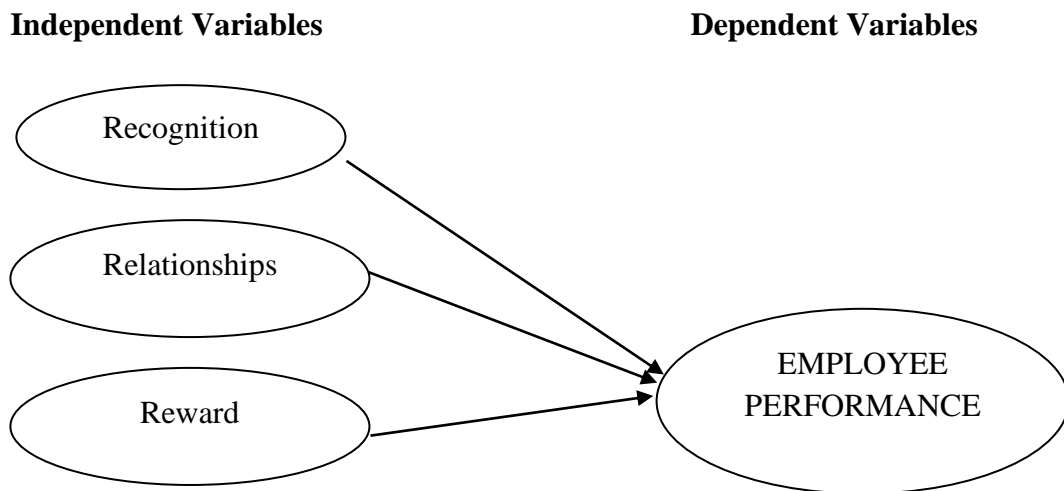


Figure 2.2: Conceptual Framework

Source: Researcher

2.6.1 Employee Performance

Employee performance refers to job related activities expected of a worker as well as how well those activities were executed. Organizations set measures, targets and policies in order to improve. Suggestions like monetary and non-monetary rewards are initiated by organizations to boost employee performance.

2.6.2 Employee Recognition

According to Gostick and Elton (2007), recognition refers to praise or a personal note acknowledging achievements including small gestures that are important to employees. Recognition provides the consequences needed to keep the employee's goal-directed performance on track (Dessler, 2013). When employees feel underappreciated, they are more likely to leave. Surveys suggest that frequent recognition of accomplishments is an effective nonmonetary reward.

2.6.3 Job Security

Job security is the assurance that you will keep your job without the risk of becoming unemployed. Factors such as unfair terminations, lack of company procedures, employees working without employment contracts and poor performance, which lead to organizations experiencing excessive loss, may demotivate employees. According to Banks (1997), employees who are worried about their physical safety can't concentrate on work. Employers can meet work employee security needs by taking precautions against violence, harassment and physical danger. Employers can also meet employee security needs by protecting employee jobs through fair personnel and salary decisions as well as providing extra incentives such as on site day care for employee children.

2.6.4 Employee Achievement

An achievement is something an employee attains, mainly by reaching a goal using skills and effort. According to Maslow and Herzberg, the need for achievement is a psychological motivator that employees can develop (Chinn, 2019). Hence, managers

opt for achievement as a motivator for their employees because it can mean performance improvement, increased productivity and employee retention.

2.6.5 Reward

According to Krietner and Kinicki (2007) reward is compensation for doing work well assigned to an employee, which can come in the form of both financial and non-financial incentives. If a reward is to be effective in stimulating men to do their best work, it must come soon after the work has been done (Taylor, 1919). The purpose of a reward is to attract employees, motivate them and retain them in the organization.

2.6.6 Promotion

Promotion is the advancement of an employee's rank or position in a hierarchical structure. It is necessary to consider the policy on what promotion increases should be awarded (Armstrong, 2007). Promotion is an important element for motivating employees. Work offers the possibility of promotion and the opportunity to progress through various ranks and salary levels. Employees are much more motivated to work when they don't perceive themselves as holding dead end jobs (Banks, 1997).

2.6.7 Salary

According to the business dictionary, a salary is an agreed upon and regular compensation for employment that may be paid in any frequency but, in common practice, is paid on monthly and not on hourly, daily, weekly or piece work basis. According to Herzberg, a basic salary is as important as a survival need because it protects against employee dissatisfaction (cited in Kokemuller, 2019).

2.6.8 Relationship

According to Herzberg, the relationship of the employees with managers or supervisors should be appropriate and acceptable. There should be no conflict or humiliation element present. If employees are in conflict among themselves, that can signal absence of cooperation and teamwork. Management needs to strive to ensure that appropriate and acceptable employee relationships are sustained.

2.7 Theoretical Framework

The theoretical framework is based on both Maslow's hierarchy of needs and Herzberg's two-factor theory. The role of motivation in employees' performance will depend on the interplay of the independent and intermediate variables.

2.8 Statement of Hypotheses

Research hypothesis is a predictive statement, capable of being tested by scientific methods, that relates an independent variable to a dependent variable (Kothari, 2004).

The study will be guided by the following hypotheses.

H1: There are factors that motivate employees to perform at work.

H1: There are no factors, which motivate employees to perform.

H2: Motivation does not influence employee performance.

H2: Motivation influences employee performance.

H3: There are strategies used by companies to motivate employees in their jobs.

H3: There are no strategies used by companies to motivate employees.

2.9 Summary

The literature analysis was based on Maslow's hierarchy of needs and Herzberg's two-factor motivation theory, backing employee performance. Motivation is of two types; intrinsic and extrinsic, which are critical and should be taken into consideration when motivating employees to perform at work. Motivating employees is a cornerstone in organizational development and performance at both national and global level. Empirical evidence, viewed from global level to African countries, recommends further research on the best way to motivate employees to achieve the best performance. The case study will add value to other studies conducted at global level by the Investor in People in UK and African countries. To explore further on factors motivating employee performance, a case study will be done at Shanta Mining Company Limited, in Songwe region.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology that was used to conduct this study and focuses on research design, survey population, area of study, sampling design and procedures. This chapter also looks at variables and measurement procedures, method of data collection, data processing and analysis as well as expected results of the analysis.

3.2 Research Design

A research design can focus on research strategies, research choices and time horizons known as three layers (Saunders et al, 2009). A research design is the arrangement of conditions for the collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure (Kothari, 2004). For the purpose of this study, both qualitative and quantitative approaches were employed to assess factors motivating employees' performance in the private sector.

The study adopted a mixed research paradigm involving qualitative and quantitative approaches for data analysis (Creswell and Clarck, 2018). According to Saunders et al (2006), both qualitative and quantitative methods may be used appropriately with any research paradigm. Leedy (in De Vos, 2000:15) distinguishes these methodologies, and subsequently identifies qualitative research methodologies as dealing with data that are principally verbal in nature. By contrast, in the case of quantitative research methodologies he states that they are dealing with data that are principally numerical

in nature. The strategy and purpose of using mixed research paradigm was to generate the detailed data on factors motivating employees' performance in private sector.

3.3 Area of the Study

The study was conducted at Shanta Mining Company Limited, in Songwe Region, at the premises of SMCL. The considerations which led to the selection of this area for the study was the willingness of the organization to provide information required for the case study. In addition, being a major mining industry in Songwe region was another attraction factor for the study.

3.4 Population of the Study

Population in a research context refers to all items to be included in any field of inquiry (Kothari, 2007). The sample population for this study comprised 123 of SMCL's permanent employees.

Table 3.1: Employee Band of Respondents who Participated

Variables	Frequency	Percentage (%)
A band employees	2	1.6
B band employees	14	11.4
C band employees	59	48.0
D band employees	48	39.0
Total	123	100

Source: (Researcher, 2019)

3.5 Sample Size

Somekh and Lewin (2005) refer to a sample as a selection of individuals from the entire population, who would be included in a data collection. A sample design is a definite plan determined before any data are collected for obtaining a sample from a

given population (Kothari 2004). SMCL has a total number of 691 employees (March 2019 month end report). A sample of 123 employees were randomly selected from the organization according to employee bands classified as skilled, semi-skilled or unskilled. The selection of the employees was done using the following categories: job grade, gender, age level and the education level of employees. The study interviewed employees from SMCL using open ended and closed questions. A sample of 123 employees was used because it was accessible and convenient to represent the rest of the employees at SMCL.

An interview is a method of research, which involves presentation of oral-verbal questions and oral verbal responses (Kothari 2004). Open ended questions in a questionnaire give the respondents freedom to express their views and ideas. In the questionnaires and interviews, the respondent will either “Tick” or “mention” the right response to the research questions.

3.5.1 Sampling Frame

According to Saunders et al, (2006), the sampling frame is the list of all the cases (elements) in the population from which the sample will be drawn. For this study the sampling frame included all employees from SMCL organization.

3.6 Data Collection Methods

The data gathering process involved primary and secondary sources of evidence. According to Dudovskiy, J. (2018), data collection is a process of collecting information from all the relevant sources to find answers to the research problem, test the hypothesis and evaluate the outcomes.

Both secondary and primary sources were used for data collection at SMCL. The researcher employed various methods for data collection. The primary data was collected through interviews using questionnaires. Primary data refers to data collected for the first time, and thus happens to be original in character (Kothari, 2004).

Secondary data refers to data which has already been collected by someone else and which has already been passed through the statistical process (Kothari, 2004). Secondary data was also collected through documents such as month end reports and job evaluation policies. For this case study, the researcher chose to use questionnaires as a method for asking the interview questions. Questionnaires are a popular tool for collecting data.

3.6.1 Types of Data

The study applied both qualitative and quantitative methods. Basically, qualitative data focused on respondents' perceptions towards the respective study's objectives, while the quantitative methods focused on frequencies and percentages with regards to the relevant data as collected from the respective respondents.

3.7 Data Analysis

Kumari, C. R (2004) defined data analysis as a process that involves a number of closely related operations that are performed with the purpose of summarizing the collected data and organizing them in such a manner that they provide answers to the research questions. The data collected was divided into two categories, qualitative data and quantitative data. Qualitative data is data that cannot use statistical methods

in its analysis and interpretation of the findings while quantitative data uses statistical methods or measurements in reaching the conclusion of the findings (Kothari, 2004).

Descriptive analysis is largely the study of distributions of one variable (Kumari, 2004). Descriptive analysis was used to summarize the collected data and organize it in a way that answers to the research questions are obtained. Descriptive analysis allows data to be quantified and the use of different tools like tables, graphs or percentages was utilized, where necessary. Data collected through questionnaire was summarized and analyzed quantitatively in chapter 4 by using SPSS package (Statistical Package for Social Sciences).

3.7.1 Measurements of Factors Motivating Employees

To determine the factors, which motivate employees, respondents were presented with a list of factors. Then they were asked to indicate their level of agreement or disagreement to each factor, by choosing one of the following responses: “Strongly agree,” “Agree,” “Not sure” “Disagree,” and “Strongly disagree”, which were later, scored as 5, 4, 3, 2 and 1, respectively.

The factors with mean scores of above 3 were regarded as factors, which motivate employees because 3 is the neutral point on the Likert scale. The data do not follow the normal distribution because the p value for Shapiro-Wilk Test and Kolmogorov-Smirnov was less than 0.05. Hence the Kruskal-Wallis H test was used to determine if there are statistically significant differences between the factors, which motivate employees at 5% level of significance.

Table 3.2 reveals that the factor perceived by the respondents as the most motivating was the type of relationship with managers ($x=4.49$). Furthermore, the distribution of factors, which motivate employees was not significantly different ($p>0.05$). The type of relationship between me and the managers is good has a high mean (4.49) however, as p value of Kruskal-Wallis is higher than 0.05, then there is no significant difference with other factors.

Table 3.2: Measurements of Factors Motivating Employees

Factors which motivate employees	Mean (x)
Training improves work performance.	4.41
The type of relationship between me and the managers is good.	4.49
Bonus payments motivate employees.	4.30
There is a conducive working environment in the organization.	4.14
Transport allowance adds value to my work.	4.26
Recognition from manager/ supervisor improves work performance.	4.33
Promotion and career development have influence on performance.	4.32
Salary provided by the organization motivates work performance.	4.21

Kruskal-Wallis $H = 12.22$, $df=7$, $p=0.93$

Table 3.3: Mean Report

Treat	Score
1	4.4065
2	4.4878
3	4.3008
4	4.1382
5	4.2602
6	4.3333
7	4.3171
8	4.2114
Total	4.3069

3.8 Reliability and Validity of Data

3.8.1 Reliability

According to Saunders et al. (2009), reliability refers to the extent to which your data collection techniques or analysis procedures will yield consistent findings. Reliability relates to the consistency or dependability of a study. To determine the reliability of the research instrument, the researcher pre-tested the instrument using 20 respondents drawn from xxxx before being distributed among those in the main sample. The Spearman Brown split-half Cronbach's alpha of the instrument was found to be 0.81 which is considered reliable (Hair et al., 2010). I believe that the reliability of my dissertation is sufficiently high and if conducted on the same title to the respondents, the results can be similar.

3.8.2 Validity

Churchill (1996) defined validity as the extent to which the research accurately measures what it was intended and supposed to measure. Validity is concerned with whether the findings are really about what they appear to be about (Saunders et al, 2009). It is a measure of how well a test measures what it is supposed to measure. To ensure validity of the study, data collection methods were discussed during the research proposal and suggestions incorporated for improvement. This dissertation has a validity because the data collected was done openly and independently at SMCL in Songwe without any inference or directive to the respondents. Collection of data through the use of questionnaires forms was open and transparent, which offered the respondents the opportunity and ability to answer the questions to their best of knowledge and understanding. The validity was enhanced through pretesting of questionnaire to 20 staff at SMCL.

3.8.3 Ethical Considerations

The ethical issue was considered during fieldwork. Confidentiality was highly regarded, and each respondent was made aware of this during provision of information required for the questionnaire. In research or any scientific investigation, ethics are important to all parties associated with research as they affect the rights of individuals and ultimately the quality of data obtained (Cooper and Emory, 1995). Consent for participation in the research sought from all the respondents was observed while the use of force to acquire information was avoided.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

The main objective of this chapter is to analyze, interpret and present the data that was obtained from the findings. A total of 123 questionnaires were sent out to respondents. All 123 questionnaires were filled by the respondents and returned. Staff with different designations at SMCL were involved in the study conducted in Songwe Region, Tanzania.

4.2 Background Characteristics of the Respondents

This part summarizes the characteristics of the study population sample based on the gender, age, education level, duration at work and employee grade levels of respondents.

4.2.1 Gender of Respondents

Table 4.1: Gender of Respondents

Variables	Frequency	Percentage (%)
Female	13	10.6
Male	110	89.4
Total	123	100

Source: Research Findings

Table 4.1 shows that most of the respondents were male at (89.4%) while the female population was low at (10.6%). This indicates that SMCL employs both males and females though the majority of employees are males.

4.2.2 Age of the Respondents

The age of respondents was convened into four groups. It can be seen in Table 4.2 that most of the respondents were in the age group of 31-40 years (38.2%), followed by the age group of 41-50 years (35.8%). Therefore, the two groups once combined, accounts for 74% of the respondents, meaning that SMCL employs adults with experience in their disciplines. This implies that employees were adults and able to respond to the questions using their own knowledge and opinions.

Table 4.2: Age of Respondents

Variables	Frequency	Percentage (%)
20-30 yrs	28	22.8
31-40 yrs	47	38.2
41-50 yrs	44	35.8
51-60 yrs	4	3.3
Total	123	100.0

Source: Research findings

4.2.3 Education Level of the Employees

Table 4.3 reveals that most of the respondents had a bachelor's degree (26%) followed by respondents with a Diploma (22%). Other respondents were educated up to secondary level (21.1%), certificate level (21.1%), postgraduate level (4.9 %) and other (4.9%). This indicates that SMCL highly considers education and experience when selecting its employees to ensure quality of work and job knowledge in the organization. The results show that most of the respondents were well educated and knowledgeable on concepts, which were asked.

Table 4.3: Education Level

Variables	Frequency	Percentage (%)
Secondary	26	21.1
Certificate	26	21.1
Diploma	27	22
Bachelor's degree	32	26
Postgraduate	6	4.9
Any other	6	4.9
Total	123	100

Source: Research Findings

4.2.4 Duration at Work

The study findings indicated that 44 respondents (35.8%) had worked in the company for between 3 to 4 years. This was the largest group in terms of respondents' duration at work with SMCL, followed by 23.6%, who had worked for less than 2 years. Others had worked in the company for 5 to 6 years (17.9%), while others had been in the company for 7 to 8 years (9.8%) and above 9 years. Table 4.4 indicates the respondents' length of service at SMCL.

Table 4.4: Duration at Work

Variables	Frequency	Percentage (%)
Less than 2 years	29	23.6
3 - 4 years	44	35.8
5 - 6 years	22	17.9
7 - 8 years	12	9.8
9 years and above	16	13.0
Total	123	100

Source: Research Findings

4.2.5 Employee Level/ Grade Band

SMCL uses the Paterson job grading system, which analyzes decision making in a job task performance or job descriptions and sorts them into six groups that are graded and grouped into two to three sub grades (Diamond, 2019).

- (i) A Band – Defined decisions
- (ii) B Band – Automatic or operative decisions
- (iii) C Band – Routine decisions
- (iv) D Band – Interpretative decisions
- (v) E Band – Programming decisions
- (vi) F Band – Policy decisions

Source: (1) SMCL Job Evaluation Policy

(2) Diamond, 2019

Table 4.5 indicates that most of the respondents were in the C band (supervisory level) at 48% followed by the D band at 39%. Other respondents were in the B and A bands at 11.4% and 1.6% respectively. This shows that the majority of SMCL employees involved in the study were in the C and D bands and were aware of the best motivation factors.

Table 4.5: Grade of Respondents

Variables	Frequency	Percentage (%)
A Band	2	1.6
B Band	14	11.4
C Band	59	48.0
D Band	48	39.0
Total	123	100

Source: Research findings

4.2.6 Factors Motivating Employees' Performance

The first specific objective of this study was to examine factors that motivate employees to perform in their jobs. In relation to this objective, the specific question was to identify factors which motivate employees to perform at work. Questionnaires with closed questions were presented to the respondents so that they could respond on factors which motivate them to perform and state whether they strongly agree, agree, are not sure, disagree or strongly disagree.

4.3.1 Employee Training

Table 4.6 reveals that 60.2% of the respondents strongly agreed that training improves work performance while 29.3% agreed. This means that 110 employees accounting to 89.5% of the respondents agreed that training improves work performance. This suggests that SMCL should invest more in employee training to enhance both organization and employee performance.

Table 4.6: Training Improves Work Performance

Variable	Frequency	Percentage (%)
Strongly agree	74	60.2
Agree	36	29.3
Not sure	5	4.1
Disagree	5	4.1
Strongly disagree	3	2.4
Total	123	100

Source: Research findings

4.3.2 Type of Relationship with Managers

The Table 4.7), shows that 47.2% of the respondents strongly agreed and were in favour that the type of relationship between them and their managers had a role in

motivating them to work. 44.7% agreed, 4.1% were not sure, 0.8% disagreed and 3.2% strongly disagreed. This indicates that more than 50 percent (91.9%) of SMCL employee respondents agreed that the type of relationship between them and their managers motivated them to work.

Table 4.7: Type of Relationship Between Employees and Managers

Variable	Frequency	Percentage (%)
Strongly agree	58	47.2
Agree	55	44.7
Not sure	5	4.1
Disagree	1	0.8
Strongly disagree	4	3.2
Total	123	100

Source: Research Findings

4.3.3 Bonus Payments

Table 4.8: Bonus Payments Motivate Employees

Variable	Frequency	Percentage (%)
Strongly agree	60	48.8
Agree	49	39.8
Not sure	7	5.7
Disagree	5	4.1
Strongly disagree	2	1.6
Total	123	100

Source: Research Findings

The Table 4.8, reveals that 48.8% of the respondents strongly agreed that bonus payments motivate employees, 39.8% agreed, and 5.7% were not sure, 4.1% disagreed and 1.6% strongly disagreed. Therefore, this indicates that more than 50 percent (88.6%) of the respondents agreed that bonus payments motivate employees to work.

4.3.4 Conducive Working Environment

A conducive working environment was another variable whereby respondents were asked to indicate if they agreed that a conducive environment in the organization motivated them in their work performance. Table 4.9 shows that 41.5% of the respondents strongly agreed in favour of a conducive working environment and 42.3% also agreed. This indicates that more than 50 percent (83.8%) of SMCL employee respondents agreed that a conducive working environment motivated them in their work performance.

Table 4.9: Conducive Working Environment in the Organization

Variable	Frequency	Percentage (%)
Strongly agree	51	41.5
Agree	52	42.3
Not sure	11	8.9
Disagree	4	3.3
Strongly disagree	5	4.1
Total	123	100

Source: Research Findings

4.3.5 Transport Allowance

Respondents were asked whether a transport allowance added value to their work. The results in Table 4.10 reveal that 46.3% of the respondents strongly agreed that a transport allowance added value and 40.7% agreed. This indicates that 107 employees at SMCL admitted that provision of a transport allowance added value to their work.

Table 4.10: Transport Allowance

Variable	Frequency	Percentage (%)
Strongly agree	57	46.3
Agree	50	40.7
Not sure	11	8.9
Disagree	1	0.8
Strongly disagree	4	3.3
Total	123	100

Source: Research Findings

4.3.6 Employee Recognition

The Table 4.11, reveals that 52.8% of the respondents strongly agreed that recognition from managers/supervisors improves work performance, 36.6% agreed, 4.9% were not sure, 2.4% disagreed and 3.3% strongly disagreed. This indicates that more than 50 percent (89.4%) of the respondents agreed that recognition from managers/supervisors improves work performance. The finding is supported by the study conducted by (Imbahale, 2016) on effects of non-monetary towards employee motivation which concluded that 94% of the respondents valued recognition and would want to be recognized on achieving their targets for good performance.

Table 4.11: Employee Recognition from Managers/Supervisors

Variable	Frequency	Percentage (%)
Strongly agree	65	52.8
Agree	45	36.6
Not sure	6	4.9
Disagree	3	2.4
Strongly disagree	4	3.3
Total	123	100

Source: Research Findings

4.3.7 Employee Promotion and Career Development

Respondents were asked whether promotions and career development have influence on employee performance and consequently, on organizational performance. The result from Table 4.12, indicate that 54.5% of the respondents strongly agreed that promotion and career development have an influence on performance, 33.3% agreed, 5.7% were not sure, 2.4% disagreed and 4.1% strongly disagreed. Therefore, the organization needs to use promotions and career development as its tool to motivate its employees; a practice that management should maintain.

Table 4.12: Promotion and Career Development

Variable	Frequency	Percentage (%)
Strongly agree	67	54.5
Agree	41	33.3
Not sure	7	5.7
Disagree	3	2.4
Strongly disagree	5	4.1
Total	123	100

Source: Research Findings

4.3.8 Salary

Respondents were asked to rate the extent to which salary motivates employee performance. Table 4.13 shows that 42.3% of the respondents strongly agreed that salary motivates work performance and those who agreed were 44.7%. This presents a more than 50 percent (87%) of respondents who agreed that the salary provided by the organization motivates work performance.

Table 4.13: Salary

Variable	Frequency	Percentage (%)
Strongly agree	52	42.3
Agree	55	44.7
Not sure	10	8.1
Disagree	2	1.6
Strongly disagree	4	3.3
Total	123	100

Source: Research Findings

4.3.9 Relationship Between Motivation and Work Performance

Another objective of the study was to examine the role of motivation in improving employee performance. Hence, questionnaires with closed questions were given to the respondents to give their opinions on the relationship between motivation and work performance by stating whether they strongly agree, agree, are not sure, disagree or strongly disagree.

4.3.10 Employee Performance and Motivation

Table 4.14 shows that 49.6% of the respondents strongly agreed that there is a strong relationship between employee performance and motivation, 35.8% agreed, 4.1% were not sure, 8.1% disagreed and 3.3% strongly disagreed. This indicates that more than 50 percent (85.4%) of SMCL employee respondents agreed that there is a strong relationship between employee performance and motivation.

The finding assented with the study conducted by (Faraji, 2013) which concluded that 73% of the respondents at National development Cooperation were in total agreement that there is a strong relationship between/ employee performance and motivation.

Table 4.14: Employee Performance and Motivation

Variable	Frequency	Percentage (%)
Strongly agree	61	49.6
Agree	44	35.8
Not sure	5	4.1
Disagree	10	8.1
Strongly disagree	3	2.4
Total	123	100

Source: Research Findings

4.3.11 Feedback on Employee Performance

Respondents were required to give their opinion on whether feedback on their level of performance motivated them to improve. The results pointed out that 47.2% of the respondents strongly agreed that receiving constant job feedback on their level of performance influenced their motivation to perform in their work, 39.8% agreed, 9.8% were not sure, 1.6% disagreed and 1.6% strongly disagreed. Therefore, more than 50 percent (87%) of the respondents agreed that getting constant job feedback influences their motivation to perform at SMCL as shown below in Table 4.15.

Table 4.15: Feedback on Employee Performance

Variable	Frequency	Percentage (%)
Strongly agree	58	47.2
Agree	49	39.8
Not sure	12	9.8
Disagree	2	1.6
Strongly disagree	2	1.6
Total	123	100

Source: Research

4.3.12 Employee Performance Improves When Motivated

The Table 4.16, reveals that 53.7% of the respondents strongly agreed that employee performance improves when motivated, 37.4% agreed, 5.7% were not sure, 0.8% disagreed and 2.4% strongly disagreed. This indicates that more than 50 percent

(91.1%) of the respondents agreed that employee performance improves when motivated.

Table 4.16: Employee Performance Improves When Motivated

Variable	Frequency	Percentage (%)
Strongly agree	66	53.7
Agree	46	37.4
Not sure	7	5.7
Disagree	1	0.8
Strongly disagree	3	2.4
Total	123	100

Source: Research Findings

4.3.13 Role of Management

The Table 4.17, shows that 35.0% of the respondents strongly agreed that with the help of the management, performance had improved over time, 46.3% agreed, 10.6% were not sure, 4.9% disagreed and 3.3% strongly disagreed. This reveals that more than 50 percent (81.3%) of the respondents agreed that with the help of the management, performance improved. This accounted for a total of 100 respondents.

Table 4.17: Role of Management to Improve Performance

Variable	Frequency	Percentage (%)
Strongly agree	43	35.0
Agree	57	46.3
Not sure	13	10.6
Disagree	6	4.9
Strongly disagree	4	3.3
Total	123	100

Source: Research findings

4.3.14 Rewards

Table 4.18 reveals that 41.5% of the respondents strongly agreed that rewards provided to staff that perform well improve their performance, 44.7% agreed, 7.3%

were not sure, 4.1% disagreed and 2.4% strongly disagreed. This indicates that more than 50 percent (86.2%) of the respondents agreed that rewards provided to staff that perform well improve their performance, accounting for a total of 106 respondents.

Table 4.18: Rewards

Variable	Frequency	Percentage
Strongly agree	51	41.5
Agree	55	44.7
Not sure	9	7.3
Disagree	5	4.1
Strongly disagree	3	2.4
Total	123	100

Source: Research findings

4.4 Motivation Practices at the Organization

The other objective of the study was to identify motivation strategies used by the organization and factors employees find as most motivating for them. A qualitative analysis aimed at finding the most motivating factors for employees was conducted using open ended questionnaires. Respondents' perceptions were applied and identified in the categories listed in Table 4.19.

4.4.1 Factors Motivating Employees to Work Hard

Table 4.19: Factors Motivating Employees to Work Hard

Types of Themes	Frequency	Percentage (%)
Good relationships at the workplace	19	15.4
Good working environment	18	14.6
Bonus	14	11.4
Salary increment	16	13.0
Training	08	6
Recognition from an employer	17	13.8
Good feedback from a supervisor	05	4
Total	97	78.9

Source: Research Findings

Respondents were asked to identify factors, which motivate them to work hard. Table 4.19 reveals that 15.4% of the respondents were motivated to work hard because of good relationships between employees and the management, 14.6% were in favour of a good working environment, 11.4% were motivated by a provision of a bonus by the employer, 13% were in favour of a salary increment, 6% because of training being provided by the organization, 13.8% because of being recognised by the management, and 4% because of good feedback received from their supervisors. This indicates that more than 50 percent (78.9%) of the respondents are motivated to work hard when there is a good relationship at a workplace, a good working environment, provision of a bonus, salary increment, training to employees, recognition from an employer and good feedback from a supervisor.

4.4.2 Demotivating Factors

Table 4.20: Demotivating Factors

Types of Themes	Frequency	Percentage (%)
Poor communication at the workplace	6	4.9
No promotion to employees	9	7.3
No training development	5	4.1
No salary increment	15	12.2
Unethical treatment at the workplace	6	4.9
No job security	3	2.3
Poor relationship at the workplace	4	3.2
Total	48	39

Source: Research Findings

Respondents were asked to reveal if there were demotivating factors at the organization. Table 4.20 reveals that 4.9% of the respondents said that there were demotivated by poor communication at the workplace, 7.3% were demotivated by a

lack of promotion, 4.1% lack of training development, 12.2% lack of salary increment, 4.9% unethical treatment at the workplace, 2.3% lack of job security, and 3.2% were demotivated by poor work relationships at the workplace. This is an indication that less than 50 percent (39%) of the respondents were aware of their demotivating factors at the workplace. It is the responsibility of the organization to address the demotivating factors so as to improve work performance and morale of employees. The study conducted by (China, 2015) noted similar demotivation factors which included lack of enough training and development opportunities and lack of promotion opportunities.

4.4.3 Recognition at Job

In respect to the question in which respondents were asked whether they are recognized in their jobs, 111 respondents, accounting for 90.2% of the respondents, admitted that they were recognized in their jobs while 4 respondents, equivalent to 3.2% opted out of the question.

Table 4.21: Recognition

Types of Themes	Frequency	Percentage (%)
No personal evaluation at the workplace	1	0.8
No training	1	0.8
No salary increments	2	1.6
No promotion	1	0.8
Everything is worse	1	0.8
No respect from managers	2	1.6
Total	8	6.5

Source: Research Findings

The Table 4.21, reveals that 6.5% of the respondents felt that they were not recognised in their jobs. Different factors were mentioned by respondents who felt demotivated, as stated in the Table 4.21.

4.4.4 Suggestions to Improve Performance

In respect to the question which required respondents to come up with suggestions for improving performance in the organization, 7 respondents equivalent to 5.7% of all the respondents, attempted but failed to understand the question while the rest had different reasons, as shown in the Table 4.22.

Table 4.22: Suggestions to Improve Performance

Types of Themes	Frequency	Percentage (%)
Expansion of employees training	35	28.5
Good relationships, recognition, promotion and	56	45.5
Improve working environment	7	5.7
Constructive feedback	3	2.4
Set up work delivery mechanisms	2	1.6
Awareness of key performance indicators	8	6.2
Good communication at the workplace	5	4.1
Total	116	94.3

Source: Research Findings

The Table 4.22, reveals that 28.5% of the respondents suggested that expansion of employee training will improve the performance of the organization while other suggestions were in favour of good working relationships, recognition, promotion and a good salary (45.5%), 5.7% suggested for the improvement of the working environment, 2.4% were in favour of constructive feedback, 1.6% set up work delivery mechanisms, 6.2% awareness of key performance indicators and 4.1% good

communication at the workplace. This indicates that majority of the respondents, accounting for 45.5% of all respondents, suggested good working relationships, recognition, promotion and a good salary to be improved in the organization.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter concludes and gives a summary of the study based on the findings and discussions of the previous chapters. Recommendations and areas of further study are also presented.

5.2 Summary of Major Findings

This study was about the factors that motivate employees in the private sector. Specifically, the study aimed at examining factors, which motivate employees' performance. Also, the study aimed at identifying motivation strategies used by an organization in the private sector and assessing the role of motivation on improving employee performance. Research techniques for data collection were employed to answer the following research question: What are the factors, which motivate employees? What are motivation strategies used by the organization in the case study? What is the role of motivation on improving employee performance?

5.2.1 Motivation Factors for Employee Performance

The study found out that SMCL employees are aware of different motivation factors, which can motivate them. A number of motivation factors were identified and analysed by employees during the case study. These included training, a good relationship between employees and managers, bonus payments, a conducive working environment, and transport allowance, recognition from managers / supervisor, salary, promotion and career development.

5.2.2 Motivation Practices and Strategies by the Organization

The study found out that the organization uses different tools and strategies to motivate its employees at work. Respondents were asked to identify what motivate them to work hard at work. In respect to this objective, the study revealed that more than 50 percent (78.9%) of employees are motivated to work hard when there are good working relationships at the workplace, a good working environment, provision of a bonus, salary increment, training for employees, recognition from an employer and good feedback from supervisors. This clearly indicates that the organization motivates and values the respondents in different ways for high performance. Notably, the study found out that a good relationship between management and employees was the most motivating tool to employees at the organization.

For the organization to meet its objectives and improve work performance, respondents suggested expansion of training, good working relationships, recognition, promotion and good salaries. This is was noted when the respondents were asked to suggest measures for improving organizational performance. Other suggestions to be addressed by the organization were to improve the working environment, constructive feedback, set up work delivery mechanisms, awareness of key performance indicators and good communication at the workplace. Although employees are highly motivated by the organization, there are also demotivation factors which they feel can be addressed.

5.2.3 The role of Motivation on Improving Employee Performance.

The findings revealed that about 85.4% of the respondents agreed that there is a strong relationship between employee performance and motivation. Other areas which

respondents agreed to improve employee performance are constant feedback on job performance and provision of rewards to staff.

5.2.4 Conclusion of the Study

Motivation is recognized as the most influential and critical in organization performance. Each organization struggles to come up with the best supportive strategies to motivate and retain employees for high yield. Various theories have highlighted factors motivating employee performance at the workplace. Both Maslow's hierarchy of needs and Herzberg's two-factor theory have painted factors motivating employee performance such as job security, achievements, recognition, opportunity for growth like provision of training, salary, achievement, promotions and company policies supporting incentives. However, the best motivation tool is a challenge to organizations as employee needs and working environments differ.

The findings revealed that SMCL motivates its employees through intrinsic and extrinsic factors. Respondents were aware that factors like training, good working relationships between employees and managers, bonus payments, a conducive working environment, transport allowance, recognition from managers/ supervisor, salary, promotion and career development add value to employee performance and need to be weighed in modality of distribution. In addition, the findings revealed that the organization uses two types of motivational tools; the financial and the non-financial rewards. Good relationships at the workplace and a conducive working environment, were conclusively identified as the most motivational factors for SMCL employees. Although the two motivational factors; good relationships at the workplace and a conducive working environment are non-financial, it is important to

note that financial rewards such as bonus and salary increments were also mentioned by the respondents as other motivational tools. To conclude, SMCL uses both financial and non-financial strategies to reward employees but the study revealed that employees are more motivated by non-financial rewards.

5.3 Recommendations

Based on the findings of the study, the following recommendations were made for further improvement of the organization's performance. Firstly, the study findings proved that SMCL employees are more motivated by non-financial rewards even though the company also provides financial rewards. Secondly, the organization should consider further training for its staff to develop and improve their skills in order to improve their performance and use it as a retention strategy. About 28.5% of the respondents suggested that there is need for the organization to expand its employee training. Thirdly, demotivating factors mentioned in the study should be carefully investigated and an avenue for addressing them provided to enhance employee performance.

5.4 Management Implications

The study provides some of the factors motivating employees' performance in the private industry sector. Also, in this study, recommendations for enhancing organization performance and retention strategies for employees are provided. It is evident that without employee motivation, organization performance may drop leading to production losses. It is the responsibility of management to ensure that they come up with the right motivation package for employees while maintaining high production results.

5.5 Areas for Further Research

The study suggests the following as areas for future research: Firstly, the study was done in Songwe region, Tanzania, and investigated the factors motivating employee performance in private sector. Further research may be done to investigate other organizations in order to get other results for a comparative analysis. Secondly, basing on the results that employees are more motivated by non-financial rewards, there is a need for further research to investigate the best financial rewards motivational factors provided in the private industry sector.

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APPENDICES

Appendix 1: Questionnaire for Respondents

Dear Respondent,

I am Willie Mwakibuti, a student at Open University of Tanzania, pursuing Master of Human Resource Management. I am conducting a study on factors motivating employees' performance in the private sector using a case study of Shanta Mining Company Limited, in Songwe region. I humbly request you to spare a few minutes filling this questionnaire. The information provided will be used for academic purposes and treated with confidentiality without exposing your identity.

Part I: Background information

1. Gender of employee (Please tick the appropriate answer)
 - a. Female () b. Male ()
2. Your age in years (Please tick the appropriate age bracket)
 - a. 20 – 30 () b. 31 – 40 () c. 41 – 50 ()
 - d. 51 – 60 () 60 + ()
3. Academic qualification (Please tick the relevant answer)
 - a. Secondary () b. Certificate () c. Diploma () d. Bachelor degree ()
 - e. Post graduate () f. Any other (specify).....
4. How long have you been working at this organization? (Please tick the relevant answer)

- a. Less than 2 years () b. 3 – 4 years () c. 5 – 6 years ()
 d. 7 – 8 years () e. 9 + years ()

5. List your Job title.....

Part II: Factors which motivate employees

On a scale of 1 - 5, tick in the appropriate box on how you strongly agree or disagree with the statements given

Scale	1	2	3	4	5
	Strongly agree	Agree	Not sure	disagree	Strongly disagree

SN	Factors which motivate employees	1	2	3	4	5
1	Training improves work performance.					
2	The type of relationship between me and the managers is good.					
3	Bonus payments motivate employees.					
4	There is a conducive working environment in the organization.					
5	Transport allowance adds value to my work.					
6	Recognition from manager/ supervisor improves work performance.					
7	Promotion and career development have influence on performance.					
8	Salary provided by the organization motivates work performance.					

Part III: Relationship between motivation and work performance

On a scale of 1 - 5, tick in the appropriate box on how you strongly agree or disagree with the statements given.

Scale	1	2	3	4	5
	Strongly agree	Agree	Not sure	disagree	Strongly disagree

SN	Relationship between motivation and performance	1	2	3	4	5
1	There is a strong relationship between employee performance and motivation					
2	Attaining constant job feedback on my level of performance influences how much I am motivated to perform my job.					
3	Employees performance improves when motivated.					
4	With the help of the management, my performance has improved over time.					
5	Rewards provided to staff that perform well improve the job performance.					

Part IV: Motivation practices at the organization

1. What motivates you to work hard?

.....

2. Is there any demotivation factor (s)? If yes, why?

.....

3. Do you think that you are recognized in your job? If not why?

.....

.....

4. What measures would you suggest to improve employee performance in your organization?

.....

.....

Thank you for your participation

Appendix 2: Research Budget

S/N	ITEM	UNIT COST	TOTAL COST
1	Proposal development and data collection and analysis	720,000/-	720,000/-
2	Accommodations	470,000/-	470,000/-
3	Travelling cost	395,000/-	395,000/-
4	Internet cost	250,000/-	250,000/-
5	Miscellaneous	400,000/-	400,000/-
	TOTAL	2,235,000/-	2,235,000/-

Appendix 3: Schedule of Activities

Months	Feb	March	April	May	June	July	Aug	Sept
Activity			Research proposal					
Activity						Data collection		
Activity							Report writing and submission	
Activity								